

6% Place



cityLAB

Eve Picker

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6% Place

Acknowledgments

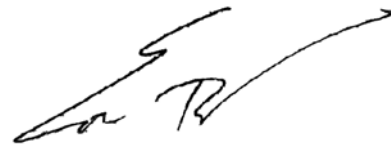
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synthesized the large amount of material we had researched and collected and there the 6% Place template emerged.

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Last, but by no means least, a big thanks to all of those who agreed to be interviewed, who participated in brain storming sessions, and who attended community meetings. You generously chose to give up your personal time to help your community.

A handwritten signature in black ink, appearing to be 'John Norton', written in a cursive style.

**cityLAB is a do tank
not a think tank. We
perform experiments
with the city as our
laboratory. Experiments
are chosen to seed
economic development,
attract talent, create a
buzz and effect positive
change in the city from
both inside and outside.**



Foreword

What's a 6% Place? It's a neighborhood where 6% of its worker population are creative workers. Why 6%? At just that level, neighborhoods and cities reach an economic tipping point. That's what the 6% Place experiment is all about: to populate a neighborhood with creative workers, strategically and systematically, to reach that 6% goal.

The 6% Place experiment takes specific findings linking creative workers to economic activity. It tests them in a small, targeted area where outcomes can easily be followed and measured. To that end, we've selected a neighborhood and studied its physical attributes and demographic data. We've interviewed the locals and potential in-comers to understand their wishes and dreams. We've brain stormed and researched change-making ideas and developed an immigration strategy. All this work has coalesced into a set of guiding principles and a toolbox of incentives—sixteen incentives in all. They are aimed at lifting the neighborhood up and making it an attractive destination for a group of 6% creative workers, many of them from other parts of the country.

As a field of research, the economic role of creative workers has not yet matured into a unified area of study with consistent definitions. Still, it has been the basis of much research and many initiatives in the U.S. and Europe, all attempting to attract creative workers in the hopes of rescuing faltering regional economies. One such piece of research, *Creative Neighborhoods*,¹ prepared by CEOs for Cities in 2007, inspired cityLAB's 6% Place experiment.

¹ Cortright, Joseph. *Creative Neighborhoods*. CEOs for Cities. April 2007.

This report documents the characteristics of this small group of people who on average are a mere three to four percent of the worker population in the United States. While the report's findings are more general, the statistic that captured cityLAB's imagination was this one: At a population of just 6% of creative workers, neighborhoods and cities seem to reach an economic tipping point. Examples of such places are the San Francisco Bay Area, Los Angeles, or Portland, all teeming with life. Here are places full of people, investment and possibilities.

Our 6% Place is located in Garfield, a neighborhood in Pittsburgh's East End, and along its southern boundary, Penn Avenue. While the neighborhoods surrounding Garfield have been the focus of enormous investment in the last ten years, Garfield has been left behind. Even the much-feted Penn Avenue Arts District, somewhat successful in its own right, has done little for Garfield's outlook. Topography, road patterns, median income, educational achievement, family makeup and many other demographic statistics have isolated Garfield from the growing wealth around it. According to Census data, the number of creative workers who live in the neighborhood today can be counted on one hand.

The following report documents our process and our plans to change Garfield's future through this simple experiment. While the 6% figure is not as a magical threshold, we believe it is a reasonable starting point for a real-world experiment. We hope our toolbox will serve as a blueprint for creating other thriving communities around the country.

6% Place comes in two sizes: a condensed version, which begins on page one and is twenty-two pages long; and an expanded version, which begins on page twenty-three and is seventy-seven pages long. The appendices to the report begin on page 101.

6% Place

(the condensed version.)

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Problem and need: the big picture

Almost thirty years after the collapse of the steel industry, the Pittsburgh region continued to lose population. Pittsburgh's population demographics, according to the 2000 Census, showed a ditch where twenty-five- to forty-year-olds ought to be. By contrast, the size of Pittsburgh's aging population was disproportionately large.

All indicators point to this fact: that for a city to be competitive in today's economy, it must have a sustainable and competitive work force in this age demographic. Every industry needs these workers, and Pittsburgh does not have its fair share. This compromises its effectiveness in attracting new business and workers. New businesses need talented workers, and these workers want to live and work in a place where there are plenty of other opportunities and plenty of other people like them. It's a circular problem that is difficult, but not impossible, to solve.

According to the 2010 Census data, this losing trend has begun to change. While Pittsburgh lost over 28,000 residents between 2000 and 2010, it gained over 12,000 people in the twenty-five- to forty-year-old age group. Overall the shape of Pittsburgh's age distribution has become closer to that of other thriving cities.

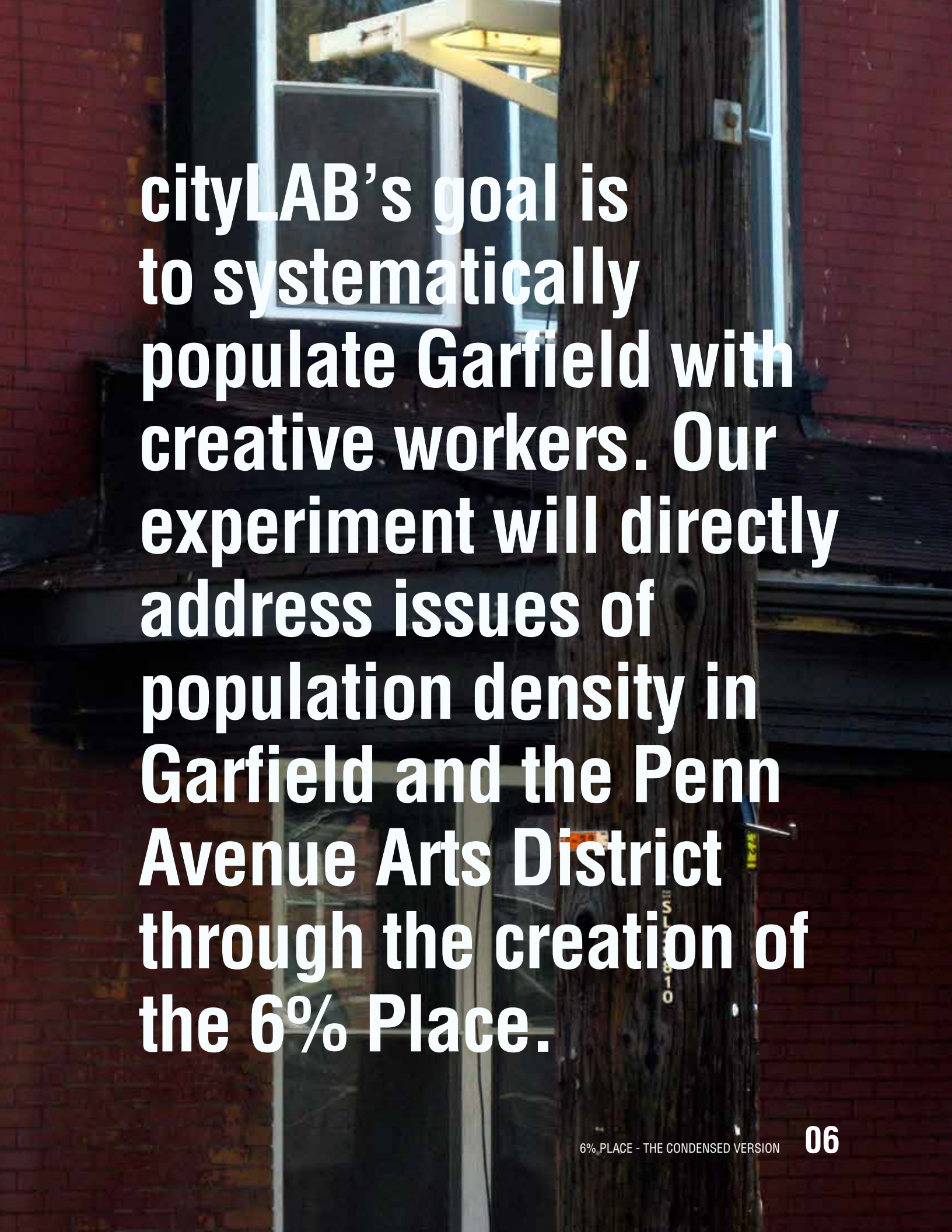
The 6% solution

Studies have shown that creative workers and industries cluster together in the center of metropolitan areas. These studies have also shown that a worker population consisting of just 6% of creative workers can tip the balance towards a neighborhood that is thriving. (The average creative worker population nationally is between three and four percent.²) With its 6% Place experiment, cityLAB proposes to start with this one simple assumption and apply it locally. Can we drive a demographic shift by focusing on increasing the creative worker population? Could such a demographic shift in turn drive economic development?

As a field of research, the economic role of creative workers has not yet coalesced into a unified area of study with consistent definitions. Nonetheless, it has been the basis of many initiatives in the U.S. and Europe, all attempting to attract creative workers in the hopes of rescuing faltering regional economies. The 6% Place experiment is an effort to take specific, well-defined and reasonably well-supported findings linking creative workers to economic activity and test them out in a small, targeted area where outcomes can easily be followed and measured.

We take the 6% figure not as a magical threshold, but as a reasonable starting point for a real-world experiment.

² *Creative Neighborhoods*, p. 21.



cityLAB's goal is to systematically populate Garfield with creative workers. Our experiment will directly address issues of population density in Garfield and the Penn Avenue Arts District through the creation of the 6% Place.

The experiment plan

Pittsburgh's population decline over the last three decades has had a great but varied effect on the city. While some neighborhoods are thriving, others have been left behind. This city was built for 700,000 and is now populated by just over 300,000. There are vacancies and holes to be found scattered throughout Pittsburgh's urban fabric.

Because the population need is so great in Pittsburgh, we selected a neighborhood for our experiment where success is possible: a neighborhood with existing assets to build on. The Penn Avenue Arts District in Pittsburgh's East End is just such a place. Penn Avenue is bounded by two neighborhoods: Friendship to the south and Garfield to the north. These three neighborhoods together (Friendship, the Penn Avenue Arts District and Garfield) present the possibility of an interesting testing ground for a number of reasons.

The Penn Avenue Arts Initiative

The Penn Avenue Arts Initiative³ was launched fifteen years ago. It, too, was an experiment. Could the arts turn around a blighted and dangerous corridor? In some respects, this experiment has been a success, albeit a slow one. The corridor has become known for its arts activities and now attracts people who once would not have set foot there. However, the initiative has not accomplished the more difficult goal it set: to zipper together the neighborhoods on either side of it, Friendship to the south and Garfield to the north. Penn Avenue has become a neighborhood in its own right, but has not successfully bridged the gap between affluence and poverty or eased racial homogeneity.

Assets to build on

The Penn Avenue Arts Initiative has produced numerous assets along Penn Avenue that have attracted further investment.

³ See <http://friendship-pgh.org/paai/> and <http://www.popcitymedia.com/cities/friendship/default.aspx>.



Early subsidized projects, such as the arts institutions and numerous micro-funded artists studios, have given way to scattered private investment. There is slow momentum. Can this momentum be extended to the north of Penn Avenue? Garfield, too, holds much potential. Because Garfield is an impoverished holdout in Pittsburgh's otherwise affluent East End, the vacancy and blight that bedevils the neighborhood could be considered an opportunity.

Partners

The Bloomfield-Garfield Corporation and the Penn Avenue Arts Initiative are partners in the 6% Place experiment. The Bloomfield-Garfield Corporation recently completed *Garfield's 2030 Plan*⁴, a master plan for strategic real estate development

⁴ Perkins Eastman. *Garfield's 2030 Plan; Neighborhood Plan for Housing and*





and investment in Garfield to be accomplished over the next 20 years. This plan, like most community development plans, focuses on physical investment. The Bloomfield-Garfield Corporation has embraced the 6% Place as the missing piece in *Garfield's 2030 Plan*, recognizing that cityLAB will focus on planning for human investment.

Moving the 6%

cityLAB set about understanding what would drive our creative worker demographic to this place. There was information to gather so that we could understand how to accomplish this. First, we needed to understand the existing demographic in all three neighborhoods so that we could establish a goal—are we looking for twenty, thirty or one hundred creative workers to occupy our 6% Place? Where precisely would we focus our efforts? Next, we needed to understand what would drive our target group to select these neighborhoods over others. We considered the competition for potential in-migrants not just to be other Pittsburgh neighborhoods, but also other places

Development. Bloomfield Garfield Corporation and Garfield Jubilee, (2010). Published online at <http://www.bloomfield-garfield.org/pages/documents/GarfieldNeighborhoodPlan.pdf>.

within the region and even further afield, in other cities and states. We needed to understand the mindset of potential in-comers, why they would consider moving to another city and how these neighborhoods might become a viable choice for them. And we needed to understand the mindset of the current residents. Without their acceptance and willingness to embrace newcomers, the task of achieving a 6% creative worker population would be difficult if not impossible to accomplish.

What methodology did we use?

First, we determined the current lay of the land. Knowing exactly where things stand today helped us to determine how to attain our goal. We gathered much information, including existing demographic data, maps of the neighborhood's assets and liabilities, real estate holdings, foreclosures, gas shutoffs, liens and more, and maps of the creative work force in and around the neighborhood. Next we explored migration patterns and developed an understanding of how people move to and from Pittsburgh. With that knowledge we wrote a migration theory, the *Chain Migration Theory*, and an accompanying migration strategy, which tell us who our potential in-comers are and how we should pursue them.



Finally, we developed a process for human interaction. A diverse matrix of people were interviewed. Our purpose was to hear what they had to say, both those who live in the neighborhood (the locals) and those who might move there (the in-comers). We talked to them one-on-one and in pairs and asked them to attend larger brain storming sessions that we organized as well. At these sessions, many ideas were generated that helped to inform us later on how to make our 6% Place attractive to in-comers and a better place for the residents. These ideas were documented on hundreds and hundreds of sticky notes.

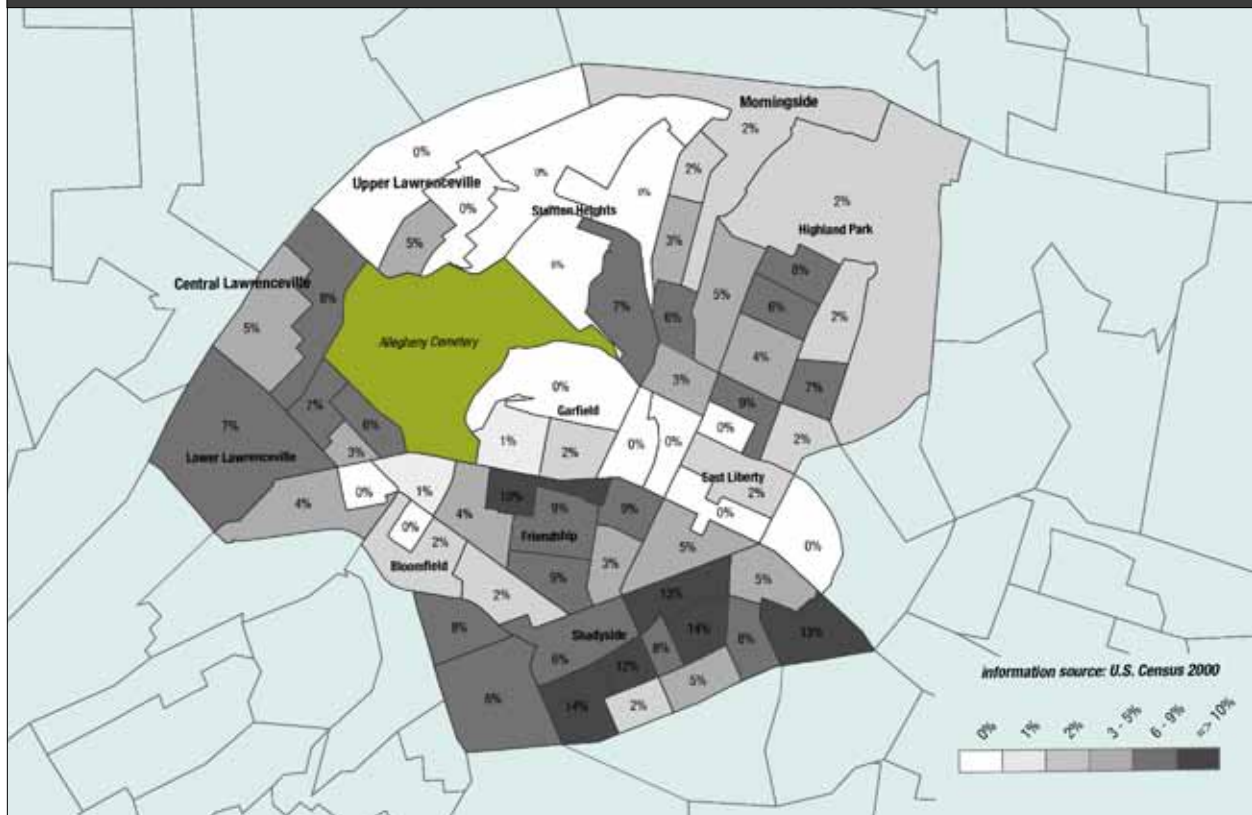
We systematically researched the Garfield, Penn Avenue and Friendship neighborhoods (the place, the people, the immigration patterns to Pittsburgh, and potential in-migrants) so that we could develop a meaningful strategy for the 6% Place experiment.

What did we find?

About the neighborhood

We were surprised by our demographic and physical findings. While the goal of the Penn Avenue Arts Initiative was to unite the fortunes of Friendship and Garfield more closely, this has not been accomplished to date. Penn Avenue is a harsh dividing line between wealth and poverty. This manifests itself in many ways. Amongst other indicators, Garfield has significantly higher rates of foreclosure and vacancy than Friendship, and lower housing values and rates of educational achievement. Additionally, there are still many vacant storefronts and land along Penn Avenue and there is far less diversity in Garfield than in Friendship.

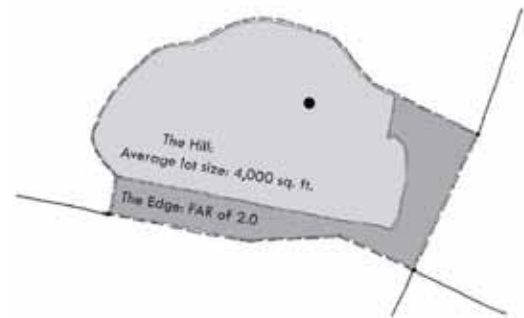
Creative workers made up more than 7% of the population in Friendship but barely more than 0% in Garfield in 2000. This is a 9-fold difference.



- Tell us about you and the area; yourself, your family + your work.
- tell us about Garfield, what do you love, what do you hate?
- tell us about your neighbors, what are they like?
- tell us about diversity in Garfield and attitudes towards change
- tell us about your experience here, what is good about it, what's bad about it?
- tell us about the kind of support networks you have?
- what does a good quality of life mean to you?
- what would make the neighborhood better?
- what's missing in Garfield
- what amenities / facilities / services might make the place a better place to live in?
- what kind of business networks do you have?
- what do you think are the opportunities available for you locally in Garfield or in Pittsburgh?
- what opportunities are not available to you by being here?

The Bloomfield-Garfield Corporation's *2030 Plan* makes sensible proposals to rationalize the population loss and reduction in density in Garfield. The plan defines the flat area nearest Penn and Negley Avenues as its urban edge and proposes that a much higher density of housing be developed here compared to the hill. In fact, the hilltop is proposed to be public space, a park, with no housing at all. This demarcation is a good example of where the goals of *Garfield's 2030 Plan* and 6% Place coincide.

The Hill and the Edge



These findings, along with others, suggest that Garfield and Penn Avenue, without the inclusion of Friendship, are the right location for the 6% Place experiment. Their housing and economic situations are so dramatically different from

contiguous neighborhoods that any change brought about by an influx of creative workers should be readily noticeable and measurable. Garfield's close-in location, its inexpensive and plentiful spaces to live and work, the Penn Avenue Arts Initiative, the growing number of third places (coffee shops, galleries, restaurants and other meeting places) and other amenities along Penn Avenue, along with the architectural diversity and higher density along the urban edge are all quite likely to drive our creative group.

About migration

cityLAB's goal is to attract enough creative workers to Garfield and Penn Avenue so that it reaches the 6% threshold. We can't just wait for this to happen. Our Toolbox will help to develop reasons for people to move there. We also need to find a way to systematically locate people who would consider such a move. We call this our *Chain Migration Theory*. This theory will be implemented along with the incentives in the Toolbox—they go hand in hand.

Chain Migration Theory describes an efficient way of attracting a designated population to a city or city neighborhood. It is a process that starts with a few in-migrants already in the city: they are the first links in the chain. They have contact with other people like them outside the city and this is used as a way to locate new candidate in-migrants, who become the second links in the chain; these second links are attracted

The 6% Zone



by the personal endorsement of the first link in the chain as well as by targeted efforts by the city to provide them the resources they need or want. The process is iterated so that the chains grow with third and fourth links; and so on.

What makes this chain strategy of in-migration so effective is that it minimizes the risk in-migrants perceive themselves to be taking. They are not moving to an unknown (if interesting) new place. They are moving to the neighborhood with the trusted endorsement of family or a friend.

The chain migration mechanism will be supplemented by another resource in the development of the 6% Place. It will also capitalize on the good will felt for Pittsburgh by its expatriates (those who have left Pittsburgh and live in other places). Many Pittsburgh expatriates have a strong

loyalty and love for Pittsburgh and will support it from afar.⁵ Pittsburgh repatriates (those who left Pittsburgh and have now returned) are also intensely loyal to the city. These two groups will be the key groups to focus on to reach our goal.

cityLAB has already begun implementing the *Chain Migration Theory* through its interviews with locals and in-comers and a series of brain storming sessions. Some networks of interested parties have been established and some outreach to candidate in-migrants has occurred. This outreach has helped us to build a Toolbox that has appropriate and attractive content. These are the first steps towards implementing the theory. They are iterative and should occur over and over again.

⁵ See Jim Russell's blog at <http://burghdiaspora.blogspot.com/> and the Pittsburgh Expatriate Network at <http://pittsburghexpatnetwork.org/>





About the people

We conducted interviews and held focus groups so that we could learn more about the experience and attitudes of both current residents and those who might move to Garfield in the future. First, we researched how Garfield residents feel about their neighborhood and what they consider the most important factors in the quality of their community. Next, we identified populations of potential creative in-comers or in-migrants to learn from them what factors would carry the most weight in their decision to move to a new location. Finally, we elicited ideas from all of these people to make Garfield and Penn Avenue a more attractive place.

While thousands of comments were made in the interviews and brain storming events that were conducted, some common themes quickly emerged. It was surprising how much in-comers had in common with locals: both groups want a safe and affordable place to live with resources and opportunities for themselves and their children. We grouped what we heard into simple clusters. While this may be an oversimplification of rich and detailed material, it has helped us to identify the common threads in these conversations. Ultimately, this information led us to create the most meaningful incentives - ones that will both lift up the people who live in Garfield and entice in-migrants to live there.

What did we hear? Each group had a distinctive viewpoint. From the locals we heard some strong reminders that Garfield's identity is critical to them with statements such as I don't want Garfield to become Friendship 2, I wish Garfield had a better reputation, and I wish Penn Avenue belonged to Garfield. From the in-comers we heard some strong reminders of what they hoped for and the bond they hope to make with their new home with statements such as Pittsburgh was my Paris and I'm paying it back.

However, and most interestingly many comments were made



by both groups and included these: I want an authentic place. I want an affordable life. I want a great business district. I want things to do, places to eat, and places to shop. I want good public transportation and a bikeable neighborhood. I want a clean and safe neighborhood. I want creativity and culture. I want cultural diversity. I want a voice. I want room for more than work. I want room to succeed. I want entrepreneurial opportunities. I want access to jobs. I want Garfield to be better. I want to feel part of something.

The commonality of these thoughts provide us with a starting point for our Toolbox. These are things that both groups wish for. If these wishes and dreams were accomplished, Garfield would be a much better place for its residents and a much more desirable place for in-comers.

When we clustered all of these comments together, six key priorities emerged. These are the key priorities that we will remain focused on. They are the most important issues for both the residents of Garfield and for our target creative worker group. By framing the 6% Toolbox around these priorities, our incentives or projects will serve the correct audience. These priorities are to: make Garfield more visible, make Garfield an entrepreneurial hotbed, make Garfield a creative hotbed, make Garfield diverse, make Garfield clean and safe, and make Garfield family-friendly.

Locals might view each priority a little differently than in-comers, but they remain equally as important to each group.

For example, Garfield is an island ringed by major roads with a hill in the middle of it. There are no signs indicating arrival to Garfield and no signs pointing toward it. Not even Bike Pittsburgh's map⁶ indicates a route through the neighborhood. This physical separation from abutting neighborhoods is echoed by an emotional one. While the locals feel invisible and making Garfield visible is critical to them, increasing Garfield's visibility is also critical to the success of the 6% Place. In-comers cannot find an invisible neighborhood.

An in-migrant, someone willing to pick themselves up and move to a new city for opportunity and to improve their life, is innately entrepreneurial. But Garfield residents also yearn for entrepreneurial opportunities: they want to own a sandwich shop or they admire the man who has built a business

washing windows. Entrepreneurial dreams are big in Garfield. While Garfield residents feel that Penn Avenue has been "taken away" from them, they like the artists and the galleries, and they want creative opportunities for themselves and for their children. And of course, creative workers are interested in finding a place where they can exercise their creativity.

Commonalities are also found with the desire for diversity, safety and family friendliness, which are equally relevant to locals and in-comers. And finally, at the time of the 2010 Census, a stunning twenty-eight percent of the population in Garfield was under eighteen years old. This is a neighborhood that needs to be family-friendly, perhaps more than any other in Pittsburgh. At the same time, potential in-comers are more likely to be in their baby-making years. They too are looking for a family-friendly place to live.

These are the common goals and dreams shared by locals and in-comers alike.

Building the toolbox

After all the gathering of information—maps, demographic information, thoughts and ideas—we are finally able to assemble the 6% Toolbox. The information we have gathered has been with one purpose in mind: to ensure that the incentives we propose will be effective in reaching our 6% goals.

⁶ See Bike Pittsburgh's map at <http://map.bike-pgh.org/#c=trail>.



We set ourselves the goal of always solving at least four of our six priorities with each incentive implemented. To find the best incentives, we transposed each idea generated (all 400 of them) onto a spreadsheet and rated each against our six goals. Some additional principles guided us: first, participation by the residents of Garfield is key and second, we need to amplify the good that is already there. Finally, we also considered the speed of implementation and impact of each incentive, to ensure that a full range of quick wins

and big challenges were considered—quick versus slow, easy versus hard, and big versus small. And so the Toolbox emerged.

The first page of the matrix is shown below and lists the incentives selected in order, from easiest to hardest. (See Appendix A: **The matrix of incentives**, on page 104, for the full list of ideas.)

	Incentives	visible	entrepreneurial	creative	diverse	family-friendly	clean & safe
1	T-shirt contest	X	X	X	X	X	X
2	BBQ cook-off	X	X		X	X	
3	Property database (& how to buy them guides)	X	X		X	X	X
4	Expand the Penn Avenue Arts Initiative	X		X	X	X	X
5	Garfield community internet radio	X	X	X		X	X
6	Dearborn Street market	X	X	X	X	X	X
7	Bikes on Broad Street	X	X		X	X	X
8	Exercise parks	X		X	X	X	X
9	6% (studio) space	X	X	X	X		X
10	(Affordable) Housing that sets Garfield apart.	X	X	X	X	X	X
11	Bike Incline	X	X	X	X	X	X
12	Girl Cabs	X	X		X	X	
13	Tiny housing	X	X	X		X	X
14	Garfield Hilltop Park	X		X		X	X
15	Business incubator for food start-ups	X	X	X	X	X	
16	Kid cafe	X	X	X		X	X
	Festival on both sides of Penn	X	X	X	X	X	
	Made by Hand festivals	X	X	X	X	X	
	Street fair or flea market	X	X	X	X	X	
	Night markets: activities at night to erase the fear of Garfield after dark	X	X		X	X	X
	Support a Garfield, African American gallery on Penn Avenue	X	X	X	X		
	Develop a family/neighborhood coffee shop or restaurant, run by the neighborhood	X	X		X	X	
	Advertise jobs in other city's "city paper" - what cool jobs for 25 year olds?	X	X	X	X		
	Open a local foodmarket that sells local and ethnic food and handmade goods	X	X		X	X	



16 ideas:



Brand Garfield with the help of kids. Design a T-shirt. This could be by or for children, supervised by a local artist, or perhaps even the beginnings of a small home-based business. Funds raised could also support other neighborhood activities. A t-shirt contest fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe.



A BBQ cook-off could accomplish many things. Family friendly, it would promote neighborliness. At the same time, it might attract people into Garfield: everyone loves BBQ. It could also support budding entrepreneurs and teach them how to start a food-based business. Funds raised through fees could be used to support other neighborhood activities or prizes. Local participants might receive a grant to help buy supplies or have the fee waived to participate in order to support entrepreneurship in the neighborhood. The event would be open to outsiders to promote visibility. A BBQ cook-off fulfills five of our priorities: visible, entrepreneurial, diverse, family-friendly, and clean & safe.



Neighborhood residents spoke of having no “voice.” One way to provide voice may be to launch an internet community radio station. Internet radio remains unlicensed and is relatively easy to start. A very small space is required along with a group of people who are dedicated to ensuring consistent programming. Equipment costs are approximately \$25,000. A community internet radio station fulfills five of our priorities: visible, entrepreneurial, creative, family-friendly, and clean & safe



Just like the Portobello Markets in London, this street market will include antiques, second hand goods, hand made goods, and locally grown fruit and vegetable stalls. The Dearborn Street market will bring visibility, creativity, entrepreneurship and economy to Garfield. It should be located on a problem block to encourage family friendliness, not just for this event, but to take the block back. Vendors could be a mix of locals and outsiders, to encourage diversity and to learn from each other. The Dearborn Street market fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe.



3. DREAM PROPERTY DATABASE

The vacancy that residents have complained about can also be viewed as an opportunity. Vacant lots, vacant buildings, foreclosures and inexpensive properties for sale are dreams come true for people in expensive places like Washington, D.C. or Brooklyn. Could we attract new residents if we create a database that simplifies the search for property? This database should include all types of property such as vacant land, vacant buildings, city-owned buildings, and buildings for sale by private owners. There might also be accompanying guides which describe the process of acquisition for every type, so that it is easy for in-comers to land in Garfield. The dream property database fulfills five of our priorities: visible, entrepreneurial, diverse, family-friendly, and clean & safe.



4. EXPAND THE ARTS

We've heard that the Penn Avenue Arts Initiative is not well-connected to the people of Garfield. Nevertheless it is a valuable asset. We've also heard that the people of Garfield appreciate the arts. How can the Penn Avenue Arts Initiative be expanded to have greater universal appeal? Can the people of Garfield take ownership in it and make it stronger and better than it is now? Can it do what it was meant to do and blur the line between Garfield and Friendship? Can it be bigger and better? Creative place-making can seed economic development by expanding entrepreneurship and attracting and retaining both arts and non-arts related businesses. This incentive fulfills five of our priorities: visible, creative, diverse, family-friendly, and clean & safe.



7. BIKES ON BROAD

Currently, Pittsburgh's bike map avoids Garfield. While routes on Bike Pittsburgh's maps are only suggested, it's unlikely that bicyclists will choose a route not marked. Our goal should be to put Garfield on the map. How do we accomplish this? A permanent route, with a great bicycle and pedestrian environment should be planned. What better location to make this happen than Broad Street? There are already plans underway to connect Broad Street from East Liberty all the way through Garfield. Bikes on Broad fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe.



8. EXERCISE PARK

China has got it right. Exercise equipment is dotted through the urban landscapes of dense Chinese cities available for everyone to use. Some are built on an entire block. Others are linear solutions, squeezed onto wide sidewalks, in forgotten places. Others are in parks. Every evening, adults and children, young and old, gather to use the facilities, stay fit and to socialize. Many locals commented on the lack of facilities for exercise, for families and for children in Garfield. Why not incorporate free exercise parks into the neighborhood? The exercise park fulfills five of our priorities: visible, creative, diverse, family-friendly, and clean & safe.



9. 6% SPACE

There are many vacant and discarded properties in Garfield, more than can be quickly converted into affordable housing. Why not find alternative uses for these properties to encourage the in-migration of creative workers? Could Garfield incentivize rapid development through ideas like these? An exchange of neighborhood services for access to property could be negotiated. For example, an ad could be placed for a manager for the Broad Street market and payment be ownership of an abandoned or publicly-owned house. Or a group of houses could be converted into three or four shared artist studios. Or the existing Elm Street Façade Program could be expanded to include additional components to make the neighborhood competitive. 6% Space fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe.



10. HOUSING THAT SETS GARFIELD APART

Affordable housing solutions should be created for the Garfield community that do more than provide a roof over someone's head. If well-designed, affordable housing could brand Garfield and set it apart. Much has been invested in affordable housing in this community over the last few decades but the housing that has been built is not distinctive and can be found in any other Pittsburgh neighborhood. A memorandum of understanding has already been developed between Carnegie Mellon University's School of Architecture and the Bloomfield-Garfield Corporation to design and build a series of affordable houses that take another look at what Garfield's new housing stock might look like. Housing that sets Garfield apart fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe



13. TINY HOUSING

Tiny housing is another way to provide affordable housing. Small equals cost-efficient. There is a growing tiny housing movement in the United States. Let's explore what these innovative and creative little houses might mean to Garfield. Tiny housing fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe.



14. GARFIELD HILLTOP PARK

Garfield's 2030 Plan suggests that the topography of Garfield should be respected by planning for greater density along Penn Avenue, on the flat edge, and less density on Garfield's hillsides. In keeping with this plan, the Bloomfield-Garfield Corporation has requested that the Housing Authority of Pittsburgh consider developing a one- to two-acre park on the now-vacant hilltop, instead of replacing the demolished public housing project with new housing. The hilltop park fulfills four of our priorities: visible, creative, family-friendly, and clean & safe.



11. BIKE INCLINE

The bike incline will connect Penn Avenue to Garfield hilltop park. A bike incline lifts cyclists, astride their bicycle, up a hill at three to four mph. The lift runs along the curbs: riders leave one foot on a pedal and the other on a foot plate that moves smoothly up the hill. Users buy keycards, just like subway cards. Only two such bike inclines exist. The first and original lift is in Trondheim, Norway, a city of only 173,000 people. The second is in Brussels.

Trondheim's bike incline was installed fifteen years ago; city leaders are considering installing additional inclines around the city. 41% of its users say they use their bicycle more often because of the bike lift. 14,600 people, or approximately 8.5% of the residents, use it every year. Although the use of bicycles is probably more prevalent in Trondheim than Pittsburgh, the East End has the highest bicycle usage in Pittsburgh, making Garfield an excellent place to try this experiment. A Bike Incline fulfills all six of our priorities: visible, entrepreneurial, creative, diverse, family-friendly, and clean & safe



12. GIRL CABS

Girl cabs will be a women-only taxi company. There are many such companies around the world. Their goal is to provide safe rides and flexible jobs for women. One such company, Viira Cabs in Mumbai, goes much further. Viira means "courageous woman." Perhaps we can have such courageous women in Garfield. Girl cabs fulfills five of our priorities: visible, entrepreneurial, diverse, family-friendly, and clean & safe.

"[Viira Cabs] is a female driver bureau, a recruitment agency and a motor training school. All drivers, whether part of the regular cab-service or whether hired by customers as personal chauffeurs, go through a training program...including classes on road knowledge, traffic signs, martial arts, customer relations, etiquette and grooming! Once trained, many of these women are recruited by large corporations and hotels. Today, some of them can be seen at the front of a BMW."²³

² Alisha Patel, "Viira Cabs: Lady chauffeurs for Mumbai," *CNNGO*, 27 January 2011, <http://www.cnngo.com/mumbai/life/viira-cabs-women-can-drive-592108>.



15. FOOD INCUBATOR

There are plenty of support agencies for tech start-ups in Pittsburgh. There is little for any other fledgling business. The food incubator will be a full-service incubator that supports only food industries. Each class will be fully supported through to profitability. The incubator will require absolute excellence and be competitive for entry. The food incubator fulfills five of our priorities: visible, entrepreneurial, creative, diverse, and family-friendly.



16. KID CAFE

Kid cafe will create a space for youth, managed and programmed by youth. Programming will be creative, incorporating music and the arts. Young people should be in charge. With the high percentage of youth in Garfield, a place for and by youth will provide many benefits. Kid cafe fulfills five of our priorities: visible, entrepreneurial, creative, family-friendly, and clean & safe.

Implementation and Tracking

The completion of cityLAB's work is just the beginning for the community. When cityLAB hands off its report and the accompanying toolbox, the community will need to take each of these steps:

- Create a governing structure**
- Implement the toolbox**
- Activate chain migration**
- Monitor outcomes**
- Hold a Neighborhood Census**
- Maintain a database**

Who will be responsible for ensuring that all of these steps are accomplished? While the community and volunteers need to be actively engaged and involved, they cannot be wholly responsible for a large and complex process. A structure must be established to manage the 6% Place.

A 6% Place advisory committee will be established. Its role will be to drive the 6% Place forward. This will include hiring staff to accomplish the 6% goals and oversee the 6% Place process and incentives. The committee will be made up primarily of the target audience: Garfield locals and potential in-comers. In addition, it will have a strong creative worker constituent.

Funds will need to be secured for a staff person to be responsible for managing the process and keeping it on track. This is the first task that the community must take on.



